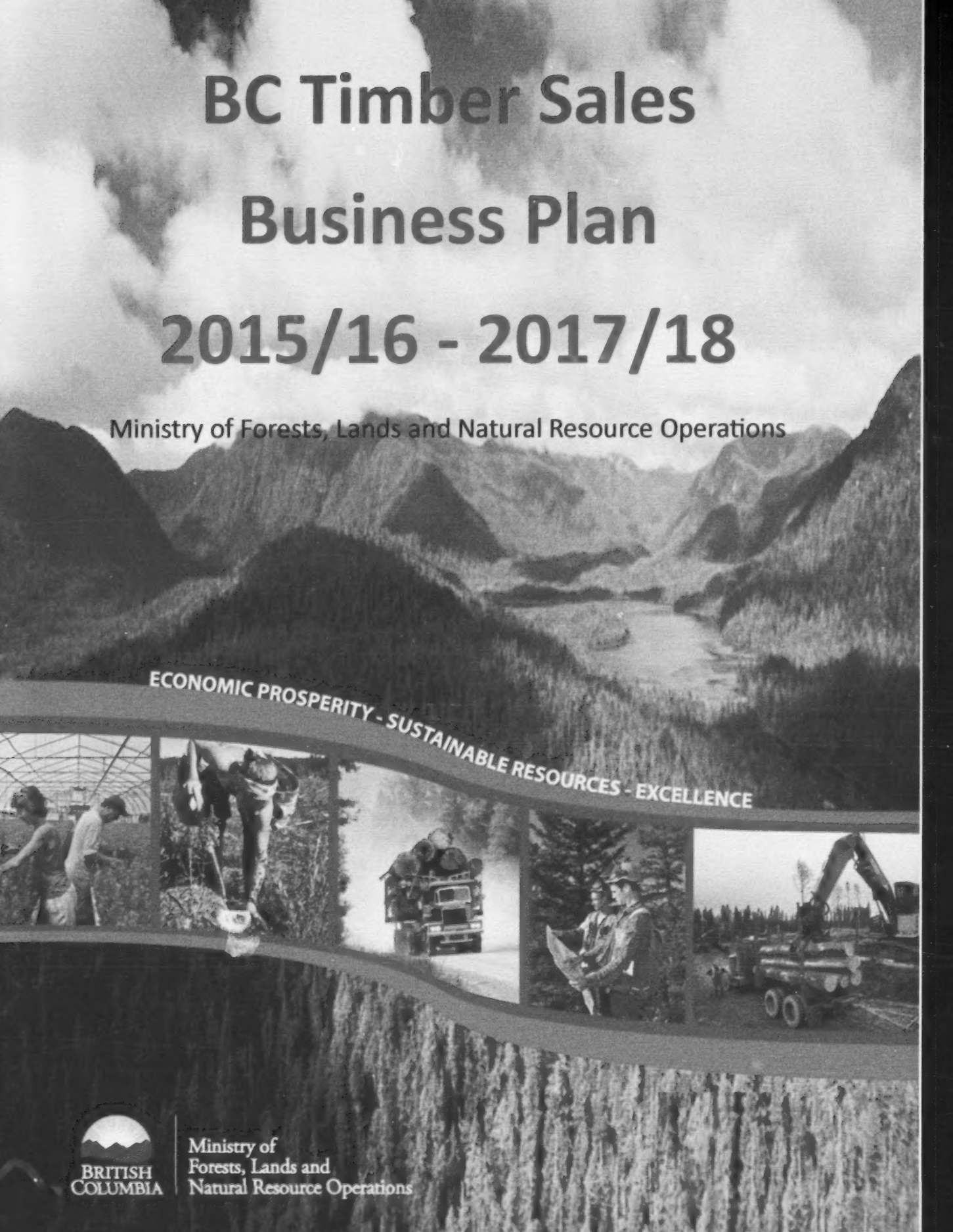
BC Timber Sales

Business Plan

2015/16 - 2017/18

Ministry of Forests, Lands and Natural Resource Operations



BRITISH COLUMBIA

Ministry of
Forests, Lands and
Natural Resource Operations

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BC Timber Sales Business Plan 2015/16 - 2017/18

BCTS
BC Timber Sales

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Organizational Overview

BC Timber Sales is a semi-autonomous program within the Ministry of Forests, Lands and Natural Resource Operations with financial and operational independence. BC Timber Sales has an integral role in supporting the Forest Sector Strategy in the BC Jobs Plan. It also supports the Ministry's Four Key Pillars, its Goal of "Productive, thriving natural resource sector and resilient communities", and its Objective of "Economic benefits of natural resource development are optimized."

BC Timber Sales provides these benefits by planning, developing, and selling through auction, a substantial and representative portion of the Province's annual available timber volume. The bid prices received from auctioned timber support the Market Pricing System (MPS) in setting stumpage rates for coastal and interior operating areas of the province. The costs incurred by BC Timber Sales also provide data for the Tenure Obligation Adjustments, contributing to another integral part of the MPS.

Our Vision: To be an effective timber marketer generating wealth through sustainable resource management.

Our Mission: Committed to pursuing ***excellence*** in all aspects of our business, maintaining ***effective relations*** and focusing on ***results***, BC Timber Sales generates ***economic prosperity*** for all British Columbians through the ***safe, sustainable,*** and ***reliable*** development and auction of Crown timber and by playing a pivotal role in the ministry's reforestation strategies.

BC Timber Sales maintains mutually productive and beneficial relations with all other parts of the Ministry of Forests, Lands and Natural Resource Operations, while retaining its operational and financial independence.

BC Timber Sales Role & Effectiveness Review

In 2013 an external consultant conducted a review of the role and effectiveness of BC Timber Sales in response to a letter of expectations from the Premier. The review was conducted in two phases; Phase 1 addressed the role of BCTS and Phase 2 examined how to maximize effectiveness in fulfilling this role. Phase 1 recommendations were considered by Cabinet in February of 2014. As of fiscal 2014/15 the role of BC Timber Sales was strengthened and a new goal and objectives set as follows.

Goal:

To provide credible representative price and cost benchmark data for the market pricing system (MPS) through auctions of public timber.

Objectives:

1) **Sell the full BCTS allowable annual cut (AAC) over the business cycle, consistent with safe practices and sustainable forest management.**
2) **Generate net direct revenue and indirect provincial government revenue over the business cycle.**
3) **Pursue continuous business improvement within BCTS, across government, and with third party partners and customers.**

Phase 2 included a range of recommendations aimed at ensuring that BCTS is well positioned to deliver on its new goal and objectives. BC Timber Sales and the Ministry have implemented many of the recommendations, as appropriate. Where applicable these recommendations have been integrated into this Business Plan.

Links to Ministry Service Plan and the BC Jobs Plan

Ministry Service Plan

The Ministry has three Goals:

1. Efficient, citizen-centred public service delivery
2. Coordinated, sustainable management of B.C.'s natural resources
3. Productive, thriving natural resource sector and resilient communities

BC Timber Sales directly supports all Ministry goals and the following three key objectives.

- 2.2: Safe and environmentally responsible natural resource management practices
- 3.1: Natural resource decisions and dispositions support community needs and provincial priorities
- 3.2: Economic benefits of natural resource development are optimized.

The BC Jobs Plan

> On average, BC Timber Sales supports over 8,000 jobs within BC.

BC's forest strategy – called "Our Natural Advantage: Forest Sector Strategy for British Columbia" – is based on six priorities put forward by the Working Roundtable on Forestry:

- A commitment to using wood first;
- Growing trees, sequestering carbon, and ensuring that land is available from which to derive a range of forest products;
- Creating a globally competitive, market-based operating climate;
- Embracing innovation and diversification;
- Supporting prosperous rural forest economies; and
- First Nations becoming partners in forestry.

BC Timber Sales directly supports and contributes to the achievement of all six of the above priorities through its Business Plan goal and objectives.

Economic Prosperity

Goal:

Provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia

Creating a globally competitive, market-based operating climate is a key aspect of the Forest Sector Strategy in the BC Jobs Plan. BC Timber Sales (BCTS) provides credible data for pricing and costs of timber harvested from public land in British Columbia which directly supports the market-based pricing system. BC Timber Sales also contributes to the Ministry's Objective 3.2: "Economic benefits of natural resource development are optimized". Through sustainable forest development and the sale of Crown timber, BCTS supports forestry jobs, local economies and a globally competitive operating environment.

The Cabinet approved recommendations from the 2013 Role & Effectiveness Review strengthened the role of BC Timber Sales. Supporting the Ministry's Market Pricing System is now the only goal of BC Timber Sales. All other activities are secondary to this goal.

For BC Timber Sales data to be credible and representative, it is important for the volume of BC Timber Sales market transactions to be at a level sufficient to support the Market Pricing System (MPS). It is also important that the volume of market transactions not be so large in relation to the total market to adversely influence the MPS. BC Timber Sales tracks the timber volume it auctions and sells as a percent of the total timber volume projected to be harvested each year. This is a good indicator of its success in developing and auctioning a sufficient and appropriate volume of timber, which is necessary to establish credible representative benchmark cost and pricing data within an environment of changing market conditions and demand.

Key Performance Indicator:

BCTS Timber Volume auctioned as a percent of the projected provincial harvest volume				
	2014-15	**2015-16**	**2016-17**	**2017-18**
Targets	**22.3%**	**22.9%**	**22.9%**	**22.0%**

Measure Description: *BCTS timber volume auctioned (Section 20 Timber Sales Licences) in the year as a percent of the total projected provincial harvest volume for the year as of January 2015.*

Regional Performance Indicators:

BCTS Timber Volume auctioned as a percent of the projected provincial harvest volume				
	2014-15	***2015-16***	***2016-17***	***2017-18***
Coast	*18.3%*	*18.4%*	*19.0%*	*19.7%*
Interior	*23.5%*	*24.1%*	*24.0%*	*22.0%*

Economic Prosperity

Key Strategies

- ***Through competitive auctions, sell sufficient timber to support the Market Pricing System***

Corporate Performance Measure:

Timber Volume Sold				
	2014-15	2015-16	2016-17	2017-18
Targets	13.1 Mm3	13.5 Mm3	13.4 Mm3	13.4 Mm3

Measure Description: *Timber volume sold is an indicator of BC Timber Sales' success in providing sufficient timber volume to the market in support of the Market Pricing System.*

- ***Implement a Data Quality Management System (DQMS) to ensure BC Timber Sales data is complete, accurate, reliable, and verifiable***

The DQMS is applied through quarterly monitoring of the published Performance Metric data sets and quality assurance reviews of all Cost Survey and Silviculture Liability data.

Corporate Performance Measure:

Accuracy and completeness of Performance metric, cost survey, and silviculture liability data			
	2015-16	2016-17	2017-18
Targets	95%	95%	95%

Measure Description: *For each set of monitored data, the current quality level will be assessed and compared to the expected performance standard of 95% conformance.*

- ***Monitor BC Timber Sales timber volume sold by major MPS attributes such as species and grade, compared to the harvest patterns of the Major Licensees, to ensure representative benchmark data, and make adjustments as required.***

Corporate Performance Measure:

Representativeness of BCTS Volume Sold	
The percent of BCTS volume harvested is within 5 percentage points of the percent of harvest volume by major licensees for each major species and grade MPS attribute 80% of the time	2014/15 - 2017-18
	80%

Measure Description: *BCTS volume harvested by major species and grade attribute as a percent of total BCTS volume harvested compared to the volume harvested by the Major Licensees by the same attribute as a percent of their total harvest volume. BCTS volume percentage is within plus/minus 5 percentage points of the Major Licensees 80% of the time*

Economic Prosperity

Objective 1:

Sell the full BC Timber Sales apportionment over the business cycle, consistent with safe practices and sustainable forest management.

Providing a reliable, competitive supply of fibre to market is a significant objective of the Forest Sector Strategy in support of creating a globally competitive, market-based operating climate and prosperous rural forest economies. This objective also directly contributes to the Ministry goals of "Coordinated, sustainable management of B.C.'s natural resources" and, "productive, thriving natural resource sector and resilient communities."

Key Performance Indicator:

Percent of Apportioned Timber Volume Sold over the business cycle					
	2014-15	2015-16	2016-17	2017-18	2018-19
Targets	21%	43%	65%	86%	100%

Indicator Description: *The business cycle is defined as 5 years starting April 1, 2014 and ending March 31, 2019. The indicator is the cumulative volume sold /total BCTS rationalized apportionment for 5 years.*

BC Timber Sales has sold over 144 million cubic metres of timber though competitive auctions in rural forest economies since 2003. The development, auction, harvesting and processing of this timber has helped create and sustain over 8,000 direct jobs. It is estimated that this has also led to 10,000 indirect jobs, supporting BC families and rural communities.

Apportionment over the Business Cycle					
	2014-15	2015-16	2016-17	2017-18	2018-19
Rationalised Apportionments	14.2 Mm3	12.8 Mm3	12.2 Mm3	11.7 Mm3	10.7 Mm3

Description: *Rationalised Apportionment excludes deciduous volume, previously committed non-TSL volume, volume restricted due to circumstances outside BCTS control (e.g. treaty), and volume where there is an established lack of market demand such as Fort Nelson and remote areas.*

BCTS is projecting its apportionment in the interior to decrease over the next few years as new Timber Supply Reviews are completed by the Chief Forester. This is due to a projected decrease in the midterm timber supply as a result of the impacts of the Mountain Pine Beetle.

Corporate Performance Measure:

Annual Timber Volume Sold (5 year business cycle)					
	2014-15	2015-16	2016-17	2017-18	2018/19
Targets	13.1 Mm3	13.5 Mm3	13.4 Mm3	13.4 Mm3	11.2 Mm3
% Rationalised Apportionment	92%	105%	110%	115%	105%

Measure Description: *Timber volume sold is an indicator of BC Timber Sales' success in analyzing market conditions and providing a reliable supply of timber to the market that our customers see as economically viable.*

Economic Prosperity

Regional Performance Targets:

Annual Timber Volume Sold					
	2014-15	***2015-16***	***2016-17***	***2017-18***	***2018-19***
Coast	*2.4 Mm3*	*2.6 Mm3*	*2.7 Mm3*	*2.8 Mm3*	*2.8 Mm3*
North Interior	*5.6 Mm3*	*5.8 Mm3*	*5.6 Mm3*	*5.6 Mm3*	*4.8 Mm3*
South Interior	*5.1 Mm3*	*5.1 Mm3*	*5.1 Mm3*	*5.0 Mm3*	*3.6 Mm3*

Key Strategies

- ***Develop sufficient timber to maximise timber volume offered and sold***

Corporate Performance Measure:

Timber Volume Developed (ADV)					
	2014-15	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Targets	**11.2 Mm3**	**14.2 Mm3**	**13.8 Mm3**	**13.0 Mm3**	**11.7 Mm3**

Measure Description: *Timber volume developed is the annual amount of timber developed and ready for advertising and auction.*

Regional Performance Targets:

Timber Volume Developed (ADV)					
	2014-15	***2015-16***	***2016-17***	***2017-18***	***2018-19***
Coast	*2.2 Mm3*	*2.5 Mm3*	*2.9 Mm3*	*2.9 Mm3*	*2.9 Mm3*
North Interior	*4.9 Mm3*	*6.3 Mm3*	*5.5 Mm3*	*5.2 Mm3*	*4.7 Mm3*
South Interior	*4.1 Mm3*	*5.4 Mm3*	*5.4 Mm3*	*4.9 Mm3*	*4.1 Mm3*

BCTS has developed over 162 million cubic metres of timber for auction since 2003. BCTS strives to have between one and two years of planned timber sale volume in its "ready to sell" inventory. At the start of the year, BCTS total "Developed Timber Ready for Sale" inventory was 13.7 Mm3.

- ***Plan out sufficient Ready to Develop Volume to support the achievement of the next one to two years' annual developed timber volume targets.***

Corporate Performance Measure:

Annual Ready to Develop volume (RCDR)					
	2014-15	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Targets	**14.5 Mm3**	**15.2 Mm3**	**15.7 Mm3**	**14.1 Mm3**	**13.9 Mm3**

Measure Description: *Ready to develop volume is the amount of timber volume planned where referrals are complete and they are development ready*

Economic Prosperity

Regional Performance Targets:

Annual Ready to Develop volume (RCDR)					
	2014-15	***2015-16***	***2016-17***	***2017-18***	***2018-19***
Coast	*2.4 Mm3*	*3.4 Mm3*	*3.5 Mm3*	*3.5 Mm3*	*3.2 Mm3*
North Interior	*7.9 Mm3*	*6.6 Mm3*	*6.4 Mm3*	*5.4 Mm3*	*5.5 Mm3*
South Interior	*4.2 Mm3*	*5.2 Mm3*	*5.8 Mm3*	*5.2 Mm3*	*5.2 Mm3*

- ***Auction a reliable supply of timber***

Performance Measure:

Percent of timber volume advertised in quarter planned	
	2015-16 to 2017-18
Target	**90% to 110%**

Measure Description: *The percent of total timber volume advertised in the quarter planned as set out in annual Business Area sales plans.*

- ***Plan to sell more volume in the second and third quarters to reduce the risks of not selling target volume (due to unforeseen circumstances in the fourth quarter).***

Performance Measure:

Percent of timber volume sold by quarter				
	2014-15	**2015-16**	**2016-17**	**2017-18**
Q1	**18%**	**19%**	**20%**	**20%**
Q2	**37%**	**44%**	**50%**	**55%**
Q3	**57%**	**76%**	**80%**	**85%**

Measure Description: *The timber volume sold in the quarter as a percent of the total timber volume sold for the year.*

Objective 2:

Generate direct net revenue and indirect revenue for the province over the business cycle

This objective supports the provincial government and the Ministry as major contributors to the current and future economic health of the Province. It also directly contributes to the Ministry's objective to, "Generate revenue from B.C.'s natural resources." BC Timber Sales operates under a self-financing Special Account and must generate sufficient revenue to finance its cash requirements (i.e. earn a profit) over the long term.

Since 2003 BC Timber Sales has generated over $250 million of indirect revenue and has earned over half a billion dollars in net revenue for the province.

Key Performance Indicator:

Indirect Revenue Generated				
	2014-15	2015-16	2016-17	2017-18
Targets	$23.8 M	$26.6 M	$27.4 M	$27.4 M

Measure Description: *Indirect Revenue Generated is a key indicator of the success of BC Timber Sales in generating a return on the sale of Crown assets for the province. Indirect revenue is the non-stumpage revenue generated for the province from the harvest of crown timber.*

Corporate Performance Measure:

Net Revenue				
	2014-15	2015-16	2016-17	2017-18
Targets	$90.1 M	$83.8 M	$84.1M	$84.3M

Measure Description: *Net revenue is a key indicator of the success of BC Timber Sales in generating value and revenue return for the province and being self-sustaining. The measure is calculated as gross revenue less capitalized expenses.*

Economic Prosperity

Key Strategies

- ***Actively manage the costs of developing timber for auction***

Corporate Performance Measure:

Cost of developed timber per m3				
	2014-15	2015-16	2016-17	2017-18
Targets	$5.72/m3	$5.29/m3	$5.49/m3	$5.55/m3

Measure Description: *The cost of developed timber is the future cost of goods sold and represents the cost of BCTS inventory.*

- ***Actively manage the costs of access to the timber***

Corporate Performance Measure:

Access cost per m3 of timber volume sold				
	2014-15	2015-16	2016-17	2017-18
Targets	$2.80/m3	$2.84/m3	$2.74/m3	3.02/m3

Measure Description: *Access costs are road and bridge amortization plus annual maintenance divided by the volume of timber sold. This represents the cost of access infrastructure.*

- ***Actively manage revenues by maximising timber volume sold consistent with safe practices and sustainable forest management***

Corporate Performance Measure:

Timber Volume Sold				
	2014-15	2015-16	2016-17	2017-18
Targets	13.1 Mm3	13.5 Mm3	13.4 Mm3	13.4 Mm3

Measure Description: *Timber volume sold is an indicator of BC Timber Sales' success in generating indirect revenue and direct net revenue for the Province.*

Objective 3:

Continuous business improvement – within BCTS, across government, and with third parties

BC Timber Sales needs to be building and maintaining strong relationships and continuously improving in order to effectively realize its vision, achieve its mission and goal, deliver superior performance, and make a distinct and lasting impact. To this end BC Timber Sales believes that:

"Only those with Excellent Processes, Excellent People and Effective Relationships will truly excel"

BC Timber Sales and its people are committed to:

- continuously learning, innovating, and leading through change in the pursuit of Excellence,
- embracing a Lean Philosophy as the next step in continuous improvement; and
- building Effective Relationships and collaborations.

Key Strategies

- ***Pursue excellence in people***

People are the key to any successful implementation of a Lean Philosophy. The people doing the work take responsibility for doing it better and take ownership of their work to improve processes and develop products. Most Lean activities are not sustained because they fail to build the capacity for Lean within the organization. In BC Timber Sales we are not implementing "Lean solutions" we are developing people to achieve challenging goals through a clearly defined improvement process. The key to implementing such a Lean Philosophy within BC Timber Sales is developing our own expertise.

At the end of 2014/15 almost all BCTS people had been introduced to the Lean Philosophy through introductory Lean training and project work. However, only a small percent of people had developed the strong foundation in Lean required to fully implement a Lean Philosophy with the organisation. Ultimately all people working within BC Timber Sales will have such a firm foundation in the Lean Philosophy from course work and projects.

Excellence

Corporate Performance Measure:

Percent of staff with foundational Lean training				
	2014-15	2015-16	2016-17	2017-18
Targets	9%	25%	50%	75%

Measure Description: *Foundational Lean training is Lean 101, 201 and 301.*

Corporate Performance Measure:

Number of Lean Continuous Improvement Projects Undertaken				
	2014-15	2015-16	2016-17	2017-18
Targets	30	30	35	40

Measure Description: *Number of continuous improvement– Lean projects undertaken.*

- ***Pursue excellence in operations, practices and processes***

All processes contain value added activities and non-value added activities. Value added activities are critical to the organization and expected results. Non value added activities are considered waste. They are not necessary from either the organization's or customer's perspective. A Lean philosophy focuses on eliminating, simplifying, reducing or integrating processes to reduce or eliminate such waste.

Key Performance Indicator:

Number of (Waste) Activities Eliminated				
	2014-15	2015-16	2016-17	2017-18
Targets	240	300	400	500

Measure Description: *Number of waste processes eliminated is a key indicator of the success of BC Timber Sales in continuously improving its operations and increasing value. Waste processes are those identified through Lean activities at any level as not adding value.*

- ***Pursue effective relationships***

Effective relationships are vital to the success of BC Timber Sales. These relationships can be; with the Ministry, across government, and with third parties such as First Nations, communities, customers and suppliers. Building and maintaining effective relationships also supports the Ministry objective that" natural resource decisions and dispositions support community needs and provincial priorities" and its key strategy to "engage with communities, industry and First Nations to manage the impacts to upcoming fibre supply as a result of the mountain pine beetle epidemic".

Key Actions:

- **Develop and implement a First Nations Relationship Strategy**

  The goal of the strategy is that our relationships with First Nations:
  - support BCTS in effectively selling its apportioned timber volume;
  - enable BCTS to effectively deliver on its legal consultation and accommodation requirements; and,
  - result in business agreements that support the achievement of mutual goals and increased First Nations capacity and participation in the forest sector.

- **Develop and implement a Business Relations Strategy**

  The goal of the strategy is that our business relationships:
  - support BCTS in effectively selling our apportioned timber;
  - strengthens the role of BCTS within the forest sector and rural economies; and,
  - provide BCTS with the continuity of social licence to deliver superior and enduring performance.

Corporate Performance Measure:

Timber Volume Sold Under a Business to Business Agreement – Incremental to BCTS Apportionment				
	2014-15	2015-16	2016-17	2017-18
Targets	61,000 m3	150,000 m3	250,000 m3	250,000 m3

Principle 1:

Sustainable Forest Management

High-quality forest and environmental management practices are integral to the BC Timber Sales mandate. Sustainable forest management is important both to how BC Timber Sales conducts business, and to protecting the interests of the people of BC.

Key Strategies:

- ***Maintain ISO 14001 Environmental Management System, Sustainable Forest Management (SFM) Standard (CSA, FSC, SFI) Certifications***

Corporate Performance Measure:

Percent of Timber Volume Certified Under an SFM System	
Target	**100%**

Measure Description: *Percent of BC Timber Sales Business Areas with SFM certification, such as Canadian Standards Association (CSA), Sustainable Forestry Initiative (SFI), or Forest Stewardship Council (FSC). This measure is an indicator of BC Timber Sales' success in demonstrating and being recognized for having sound forest management practices.*

- ***Deliver on stewardship obligations***

Corporate Performance Measures:

Number of EMS/SFM External Audit Major Non-Conformances				
	2014-15	**2015-16**	**2016-17**	**2017-18**
Targets	**Zero**	**Zero**	**Zero**	**Zero**
Number of Trees Planted				
	2014-15	**2015-16**	**2016-17**	**2017-18**
Targets	**36.3 M**	**37.3 M**	**44.2 M**	**45 M**
Km of Road Deactivated				
	2014-15	**2015-16**	**2016-17**	**2017-18**
Targets	**209 km**	**305 km**	**436 km**	**425 km**

- ***Use our economies of scale and expertise to deliver cost effective silviculture services and provide quality seedlings for the Forests for Tomorrow program and the Ministry.***

Corporate Performance Measures:

Hectares of Ministry NSR planted by BCTS				
	2014-15	2015-16	2016-17	2017-18
Targets	7,432 ha	7,800 ha	6,500 ha	8,200 ha
Number of Trees Planted				
	2014-15	2015-16	2016-17	2017-18
Targets	13.1 M	14.2 M	11.7 M	14.9 M
Seedlings Grown				
	2014-15	2015-16	2016-17	2017-18
Targets	16.9 M	18.8 M	18.8 M	18.8 M
Fish Passage - Crossings Remediated				
	2014-15	2015-16	2016-17	2017-18
Targets	3	5	4	4

Principle 2:

Forest Sector Safety

BC Timber Sales Safety Policy:

- BCTS is committed to maintaining an organisational culture where all staff proactively participate, to ensure a safe and healthy workplace as a fundamental component of everyday business.
- BCTS supervisory personnel will be accountable for ensuring employees are properly trained for their jobs, making employees aware of safety hazards, ensuring unsafe action or conduct is not tolerated in the workplace, and endorsing sound health and safety work practices on a daily basis.
- BCTS workers will be accountable for conducting their work activities in accordance with sound health and safety practices and will endorse these practices to their fellow workers.

Key Strategies:

- ***Ensure safe BC Timber Sales practices by maintaining SAFE Companies Certification***

Corporate Performance Measure:

SAFE Companies Certification	
Target	**Maintained**

Measure Description: *Maintaining safety certification is a measure of BCTS success in supporting the BCTS Safety Policy.*

- ***Promote safe worksites by requiring all parties working on Timber Sales Licences or bidding on BCTS contracts that involve on the ground field work to be SAFE Certified.***

Corporate Performance Measure:

Percent of *Parties Working on TSLs or Contracts that involve on the Ground Field Work that are SAFE Certified*	
Target	**100%**

Measure Description: *Requiring all parties working on TSLs or contracts that involve on the ground field work to be SAFE Certified is a measure of BCTS success in supporting and promoting safe worksites.*

Appendix

Appendix 1 Resource Summary 2014/15 to 2017/18				
	2014/15 Actual	2015/16 Plan	2016/17 plan	2017/18 Plan
Gross Revenue	$253.807	$248.420	$255.420	$255.420
Less: Expenses (Capitalised)	(162.900)	(164.645)	(171.302)	(171.140)
Net Revenue (Loss)	$90.907	$83.775	$84.118	$84.28
Transferred to CRF	(40.0)	($90.0)	($100.0)	($100.0)
Financing Transactions ($millions)				
Cost of Developed Timber Inventory	$64.706	$78.501	$74.534	$74.520
Fish Habitat Inventory	0.327	0.3	0.3	0.3
Seed Inventory	0.769	1.5	1.5	1.5
Total Financing Transactions	$65.802	$80.301	$76.334	$76.320
Capital Expenditures ($millions)				
Capital – Roads	$24.020	$33.656	$34.181	$34.200
Capital – non Roads	0.1	0.5	0.5	0.5
Total Capital Budget	$24.120	$34.156	$34.681	$34.700
Cash Expenditures ($millions)				
Administration	$14.0	$13.6	$13.5	$13.5
Salaries	41.5	49.0	49.0	49.0
Planning	4.8	6.2	6.0	6.0
Sales	34.1	43.4	39.7	39.7
Access	30.1	37.6	37.2	37.2
Silviculture	35.1	42.9	44.0	44.5
Land Base investment – Expenditures	12.9	14.6	14.2	11.5
Land Base investment – Recoveries	(14.5)	(16.6)	(16.2)	(13.2)
Total Cash Expenditures	$158.0	$190.7	$187.4	$188.2
Non Cash Budgets ($millions)				
Amortization – Roads	$27.602	$27.946	$28.267	$28.000
Amortization – Non Roads	0.3	0.5	0.5	0.5
Silviculture Liability Expense	44.0	$39.0	$39.0	$39.0
Cost of timber inventory harvested	58.197	67.446	67.767	67.500
Timer Volume Outputs (Mm3)				
Volume Advertised (Offered)	14.1	14.4	14.4	14.1
Volume sold	13.1	13.5	13.4	13.4
Volume developed	11.3	14.2	13.8	13.0
Volume Scaled (harvested)	10.45	11.4	11.8	11.8
Apportionment Volume (Rationalised)	14.2	12.7	12.2	11.7